eMentum

General Services Administration
Federal Acquisition Service

Authorized Federal Supply Schedule Catalog/Pricelist

Total Solutions for Law Enforcement, Security, Facility Management Systems, Fire, Rescue, Special Purpose Clothing, Marine Craft, and Emergency/Disaster Response:
FSC Group 0063

GSA FEDERAL SUPPLY SERVICE CONTRACT:	**GS-07F-0208Y**
PERIOD COVERED BY CONTRACT:	**19 JAN 2012—18 JAN 2017**
BUSINESS SIZE:	**SMALL**
SOCIOECONOMIC INDICATORS:	**WOMAN-OWNED SMALL BUSINESS**

- Special Item No. 246-60-1 Security Systems Integration and Design Services
- Special Item No. 246-60-2 Security Management and Support Services
- Special Item No. 246-60-3 Security System Life Cycle Support

eMentum, Inc.

ADDRESS	**CONTRACTOR'S ADMINISTRATION SOURCE**
6701 Democracy Boulevard, Suite 300	Pam Shook, Office Manager
Bethesda, MD 20817	TEL 866-983-1999 x6
TEL 866-984-1999	FAX 866-983-1999
FAX 866-983-1999	EMAIL pshook@ementum.com

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the options to create an electronic delivery order are available through **GSA** *Advantage!*, a menu-driven database system. The Internet address for **GSA** *Advantage!* Is http://www.gsaadvantage.gov

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I.   CUSTOMER INFORMATION

1A.	**Special Item Numbers**	■ Special Item No. 246-60-1 Security Systems Integration and Design Services ■ Special Item No. 246-60-2 Security Management and Support Services ■ Special Item No. 246-60-3 Security System Life Cycle Support
1B.	**Lowest Priced Model Number and Lowest Unit Price**	N/A, Services
1C.	**Hourly Rates**	See Pricing of Services (Page 25)
2.	**Maximum order**	$100,000 per SIN
3.	**Minimum order**	None
4.	**Geographic coverage**	Domestic, 50 states, Washington DC, Puerto Rico, US Territories and to a CONUS port or consolidation point for orders received from overseas activities or give details as negotiated.
5.	**Point(s) of production**	N/A, Services
6.	**Discount from list prices**	GSA Net Prices are shown under Pricing of Services (Page 25). Negotiated discout has been applied.
7.	**Quantity discounts**	N/A
8.	**Prompt payment terms**	Net 30
9.	**Purchase Cards**	

9.A.	GOVERNMENT PURCHASE CARDS MUST BE ACCEPTED AT OR BELOW THE MICRO-PURCHASE THRESHOLD.	
9.B.	GOVERNMENT PURCHASE CARDS ARE ACCEPTED ABOVE THE MICRO-PURCHASE THRESHOLD. CONTACT CONTRACTOR FOR LIMIT.	
10.	Foreign items	None
11.	Delivery Schedule	
	11.A. TIME OF DELIVERY	To be negotiated at task order level
	11.B. EXPEDITED DELIVERY	Contact Contractor's Representative
	11.C. OVERNIGHT AND TWO-DAY DELIVERY	If available, contact the Contractor for rates
	11.D. URGENT REQUIREMENTS	Customers are encouraged to contact the contractor for the purpose of requesting accelerated delivery.
12.	F.O.B. point(s)	N/A, Services
13A.	Ordering address	Same as contractor address
13B.	Ordering procedures	For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in FAR 8.405-3
14.	Payment address(es)	Same as contractor
15.	Warranty provision.	N/A for Services

16.	**Export packing charges**	Not applicable
17.	**Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level)**	N/A
18.	**Terms and conditions of rental, maintenance, and repair (if applicable)**	N/A
19.	**Terms and conditions of installation (if applicable).**	N/A
20.	**Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable).**	N/A
	20.A. TERMS AND CONDITIONS FOR ANY OTHER SERVICES (IF APPLICABLE)	N/A
21.	**List of service and distribution points (if applicable).**	N/A
22.	**List of participating dealers (if applicable).**	N/A
23.	**Preventive maintenance (if applicable).**	N/A
24.A.	**Special attributes**	N/A
24.B.	**Section 508 compliance for EIT**	As applicable
25.	**Data Universal Number System (DUNS) number**	167260889
26.	**Notification regarding registration in Central Contractor Registration database**	Registration is valid in CCR.

II.   POINTS OF CONTACT

IFF: Pamela M Shook, Office Manager
6701 Democracy Blvd.
Suite 300
Bethesda, MD 20817
Phone: 866-984-1999 x6
Fax: 888-844-1189
Email: ementum_contracts@ementum.com
DUNS: 167260889

III. EMENTUM SCHEDULE 84 LABOR CATEGORIES AND PRICE LIST

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Training and Commun- ications Specialist	The Training and Communications Specialist has at least three years of relevant experience in organizational and project communications planning development and execution. The Training and Communications Specialist has led and worked within a team to ensure project success through communications, training and user support tools.	The Training and Communications Specialist can work independently or as part of a project team. Their duties may include: ■ Evaluating current client internal and external communication planning and execution against industry standards ■ Assisting with or creating project communication matrices, including communication method, message, owner, target audience, stakeholders, and approvers ■ Developing a project communication plan for internal and external communication ■ Designing and implementing a training plan to support new procedures, new technologies, and/or new policies ■ Conducting training classes for different levels of functional and technical experience ■ Developing staffing models for training, course schedules, and lesson plans ■ Providing documentation and manuals for trainers The Training and Communications Specialist is responsible for defining and executing the project's communications and training plans. Typical responsibilities include: ■ Recommending best practice to the client organization ■ Tracking execution of the agreed upon strategies and plans ■ Establishing a feedback loop to capture stakeholder feedback to incorporate into future activities, as appropriate	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Helpdesk Specialist	The Help Desk Specialist has at least three years of relevant experience in establishing, staffing, and managing call center and/or help desk operations. The Help Desk Specialist has led and worked within a team to ensure project success by directly supporting the user community.	The Helpdesk Specialist can work independently or as part of a project team. Their duties may include: ■ Evaluating current client help desk and/or call center operations against industry standards and program needs ■ Assisting with or creating a help desk strategy, resourcing plan, and functional and technical architecture designs to provide temporary and/or ongoing user support, depending on the needs of the program ■ Developing processes and procedures, including scripts, system user manuals, and standard operating procedures ■ Defining a training and certification approach for staff development for different levels of functional and technical experience ■ Developing a help desk strategy to provide temporary and/or ongoing user support, depending on the needs of the program The Helpdesk Specialist is responsible for defining and executing the project's help desk and user support plans. Typical responsibilities include: ■ Recommending best practice to the client organization ■ Tracking execution of the agreed upon strategies and plans ■ Establishing a feedback loop to capture stakeholder feedback to incorporate into future activities, as appropriate	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Analyst 1	The Analyst I has training and/or experience in specific technologies, methodologies or platforms required for the technical aspects of a client engagement. The Analyst I works independently to complete assignments and to provide support to the project team by managing technical tasks, problem solving, data gathering and solution testing.	The Analyst I provides programming, development, and technology support for law enforcement and related security project teams. Typical responsibilities include: ■ Developing database programs and applications ■ Developing functionality in Java, JavaScript, Visual Basic, C/C++, ASP and other programming languages ■ Conducting functional testing ■ Designing and coding simple interfaces ■ Building infrastructure for commerce sites ■ Conducting test execution (unit, string, interface, integration, stress, etc.) ■ Collecting 'best practices' and market research for IT products and services The Analyst I provides analytical support to law enforcement and related security project teams. Responsibilities include: ■ Collecting, analyzing, and reporting data ■ Documenting data, correspondence, and issues ■ Conducting primary and secondary research ■ Applying problem-solving diagnostics and frameworks ■ Preparing business analyses and engagement deliverables ■ Tracking project costs (actual vs. planned)	Associates degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Analyst II	The Analyst II has a minimum of two years of experience and/or advanced training and experience in specific technologies, methodologies, or platforms required for the technical aspects of the engagement. They can work independently to troubleshoot issues across the organization, review technical work of others, and provide guidance to team members. The Analyst II has experience specifically related to law enforcement or related security subject areas.	The Analyst II provides programming, development, and technology support for law enforcement and related security project teams. Typical responsibilities include: ■ Developing database programs and applications ■ Developing server scripts ■ Developing functionality in Java, JavaScript, Visual Basic, C/C++, ASP and other programming languages ■ Conducting functional testing ■ Designing and coding complex interfaces ■ Leading others to build infrastructure for commerce sites ■ Conducting and planning test execution (unit, string, interface, integration, stress, etc.) ■ Organizing and planning for collection of 'best practices' and market research for IT products and services The Analyst II provides business analytics and due diligence for law enforcement and related security project teams. Typical duties include: ■ Collecting, analyzing, and reporting data ■ Documenting data, correspondence, and issues ■ Conducting primary and secondary research ■ Applying problem-solving diagnostics and frameworks ■ Preparing business analyses and engagement deliverables ■ Developing project cost spreadsheets to support technical cost projections The Analyst II has experience on projects supporting the latest law enforcement and security topics, including: ■ Physical, logical, and/or personnel security best practices, methodologies, or technologies ■ Law enforcement, litigation, and/or related legal best practices, methodologies, or technologies ■ Protection, detection, and/or investigation best practices, methodologies, or technologies	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Analyst III	The Analyst III has more than two years of industry experience at this level, and a minimum of three years experience overall. The Analyst III can work independently or with other team members to complete assignments and support the project team by executing tasks, problem solving, data gathering, and developing draft solution alternatives. An Analyst III is experienced in eMentum's consulting tools.	The Analyst III provides business analytics and due diligence for engagement teams, combining outcomes with a basic understanding of industry requirements. Responsibilities include: ■ Collecting, analyzing, and reporting data ■ Documenting data, correspondence, and issues ■ Conducting primary and secondary research ■ Applying problem-solving diagnostics and frameworks ■ Preparing business analyses and engagement deliverables ■ Assisting with scope and objective definitions The Analyst III provides consulting and strategy development support for teams. Typical responsibilities include: ■ Capturing and recording requirements ■ Establishing communication channels ■ Identifying risks and develop contingencies ■ Administering change management processes ■ Developing evaluation criteria ■ Creating performance measures ■ Managing vendors through RFP process ■ Estimating costs for project tracking The Analyst III has experience on projects supporting the latest law enforcement and security topics, including best practices, methodologies, or technologies in: ■ Physical, logical, and/or personnel security ■ Law enforcement, litigation ■ Protection, detection, and/or investigation	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Analyst IV	The Analyst IV has a minimum of two years of industry experience, and a minimum of four years of experience overall. The Analyst IV has advanced training and/or experience in specific disciplines, methodologies, or specialties required for the client engagement. They can work independently to troubleshoot issues across the organization, review technical work completed by others, and provide guidance to other team members.	The Analyst IV provides business analytics and due diligence for engagement teams, combining outcomes with a basic understanding of industry requirements. Responsibilities include: ■ Collecting, analyzing, and reporting data ■ Documenting data, correspondence, and issues ■ Conducting primary and secondary research ■ Applying problem-solving diagnostics and frameworks ■ Preparing business analyses and engagement deliverables ■ Assisting with and defining scope and objectives The Analyst IV provides consulting and strategy development support for teams. Typical responsibilities include: ■ Capturing and recording requirements ■ Establishing and utilizing communication channels ■ Identifying risks and develop contingencies ■ Identifying and administering change management processes ■ Developing requirements and systems integration evaluation criteria ■ Supporting requirements facilitation activities ■ Creating performance measures ■ Preparing materials and leading training sessions ■ Establishing the RFP process and evaluation criteria ■ Managing vendors through RFP process ■ Estimating costs for project tracks The Analyst III has experience supporting law enforcement and security projects, including: ■ Physical, logical, and/or personnel security best practices, methodologies, or technologies ■ Law enforcement, litigation, and/or related legal best practices, methodologies, or technologies ■ Protection, detection, and/or investigation best practices, methodologies, or technologies	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Consultant I	The Consultant I has three to five years of experience. The Consultant I can lead groups in completing discrete tasks such as JAD sessions or a requirements document, and can lead and review technical design efforts. The Consultant I can monitor a team's technical work, trouble shoot technical issues, and oversee the work of individuals during specific phases of the lifecycle.	The Consultant I provides programming and organizational skills. The Consultant I can also be a specialist in particular technologies. Typical responsibilities include: ■ Leading JAD sessions to develop the functional requirements ■ Designing and developing GUI/web-based applications using object-oriented technology and systems ■ Providing knowledge of detailed software design, deployment processes and change management processes ■ Providing knowledge of vendors and competitors within an industry ■ Leading groups of specialists on software or infrastructure in their respective component work having been able to trouble shoot in those general areas ■ Designing the interfaces between applications ■ Constructing 'current state' architecture diagrams ■ Researching and evaluate products ■ Estimating hardware/software costs for project tracks ■ Maintaining the project plan for a team The Consultant I provides security analytics and due diligence for law enforcement and related security project teams. Typical duties include: ■ Collecting, analyzing, and reporting data ■ Documenting data, correspondence, and issues ■ Conducting primary and secondary research ■ Applying problem-solving diagnostics and frameworks ■ Preparing business analyses and engagement deliverables The Consultant I is developing a specialization in one or more of the latest law enforcement and security project management areas, including: ■ Physical, logical, and/or personnel security best practices, methodologies, or technologies ■ Law enforcement, litigation, and/or related legal best practices, methodologies, or technologies ■ Protection, detection, and/or investigation best practices, methodologies, or technologies	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Consultant II	The Consultant II has four to six years of experience. The Consultant II can manage teams in completing engagement deliverables across all phases of the systems development life cycle. The Consultant II is a specialist in specific technologies, methodologies or platforms required for the technical aspects of a client engagement.	The Consultant II provides advanced programming and organizational skills. The Consultant II is a specialist in particular law enforcement or security technologies and can plan and manage discrete sub-tracks of overall solutions or technical designs. Typical responsibilities include: ■ Leading JAD sessions to develop the functional requirements ■ Designing and developing GUI/web-based applications using object-oriented technology and systems ■ Providing knowledge of detailed software design, deployment processes and change management processes ■ Providing knowledge of vendors and competitors within an industry ■ Leading groups of specialists on software or infrastructure in their respective component work having been able to trouble shoot in those general areas ■ Designing the interfaces between applications ■ Constructing 'current state' architecture diagrams ■ Researching and evaluating products ■ Estimating hardware/software costs for project tracks ■ Constructing the project plan for projects The Consultant II provides security analytics and due diligence for law enforcement and related security project teams. Typical duties include: ■ Evaluating current processes ■ Implementing solutions and conducting related training ■ Managing project sub-tasks and planning resources ■ Drawing and presenting conclusions from analyses and data The Consultant II is a specialist in one or more of the latest law enforcement and security project management areas, including: ■ Physical, logical, and/or personnel security best practices, methodologies, or technologies ■ Law enforcement, litigation, and/or related legal best practices, methodologies, or technologies ■ Protection, detection, and/or investigation best practices, methodologies, or technologies	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Consultant III	The Consultant III has at least six years of experience. The Business Consultant III can manage teams in completing engagement deliverables across all phases of engagement. The Consultant III is a specialist in specific disciplines, methodologies, process improvements, change management, or specialties required for all aspects of a client engagement.	The Consultant III provides the supervisory skills required on a project engagement team: ■ Evaluating and implementing changes to current processes ■ Constructing the project plan for the team ■ Managing project sub-tasks and planning resources ■ Creating budgets and financial models ■ Tracking actual vs. budget and providing financial risk assessments, including EVM-level analyses ■ Drawing and presenting conclusions from analyses and data ■ Preparing engagement deliverables ■ Preparing and approving engagement deliverables developed by the project engagement team The Consultant III has advanced skills in systems development, business process improvement, and change management. Typical responsibilities include: ■ Designing and developing studies and analyses of organizational dynamics ■ Providing knowledge of detailed project management methods, deployment processes and change management processes ■ Designing training plans for business users ■ Developing communication plans for the business stakeholders ■ Providing knowledge of vendors and competitors within an industry, researching and evaluating projects ■ Creating strategic plans for sub-components of the PMO, such as Schedule, Configuration, Change, Risk, Resource or Quality Management	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Subject Matter Expert I	The Subject Matter Expert I has five to ten years of experience and is an expert in one or more technologies, methodologies, or specific technical platforms. The Subject Matter Expert I works independently to implement technical solutions, resolve technical issues, review requirements and applications for technical relevance, review technical work completed by others and provide expertise and guidance to development teams on their area of expertise.	Typical responsibilities of a Subject Matter Expert I include: ■ Performing analysis, design, development, testing and documentation for components within the area of technical expertise ■ Creating technical requirements for the project team ■ Providing knowledge of detailed software design, deployment processes and change management processes for components within the area of technical expertise ■ Providing knowledge of vendors, competitors and industry within the area of technical expertise ■ Providing trouble shooting and issue resolution for the area of technical expertise ■ Researching and evaluating products ■ Estimating hardware/software costs for project tracks ■ Evaluating architectures, designs, and solutions for performance and quality shortcomings and recommend technical solutions to resolve gaps The Subject Matter Expert I is a recognized industry expert in one or more law enforcement and security project management areas, including: ■ Physical, logical, and/or personnel security best practices, methodologies, or technologies ■ Law enforcement, litigation, and/or related legal best practices, methodologies, or technologies ■ Protection, detection, and/or investigation best practices, methodologies, or technologies	Bachelors degree and certification(s) in the area of expertise or equivalent.

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Subject Matter Expert II	The Subject Matter Expert II has more than ten years of experience and is an expert in one or more technologies, methodologies, or specific technical platforms. The Subject Matter Expert II works independently to implement technical solutions, resolve technical issues, review requirements and applications for technical relevance, review technical work completed by others and provide expertise and guidance to development teams on their area of expertise.	Typical responsibilities of a Subject Matter Expert II include: ■ Performing analysis, design, development, testing and documentation for components within the area of technical expertise ■ Creating technical requirements for the project team ■ Providing knowledge of detailed software design, deployment processes and change management processes for components within the area of technical expertise ■ Providing knowledge of vendors, competitors and industry within the area of technical expertise ■ Providing trouble shooting and issue resolution for the area of technical expertise ■ Researching and evaluating products ■ Estimating hardware/software costs for project tracks ■ Evaluating architectures, designs, and solutions for performance and quality shortcomings and recommend technical solutions to resolve gaps The Subject Matter Expert II is a recognized industry expert in one or more of the latest law enforcement and security project management areas, including: ■ Physical, logical, and/or personnel security best practices, methodologies, or technologies ■ Law enforcement, litigation, and/or related legal best practices, methodologies, or technologies ■ Protection, detection, and/or investigation best practices, methodologies, or technologies	Masters degree or PhD and certification(s) in the area of expertise or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Architect I	The Architect I has 6-to-8 years of relevant experience designing law enforcement, security, technical architectures, processes, and technical solutions across multiple organizational functions. The Architect I combines a range of industry knowledge with law enforcement and security process and technical data modeling experience to break down conceptual, vaguely defined operational and technical challenges into manageable and actionable performance improvement plans.	The Architect I specializes in resolving project or operational challenges. On a project, the Architect I is utilized to review business or technical problems at a conceptual level and engineer tangible business solutions. Their duties include: ■ Evaluating current operations processes and organizational alignment ■ Maintaining vendor relationships in accordance with contractual obligations ■ Participating in operational planning and execution as part of, or leading, an operations team The Architect I brings a level of expertise to problem resolution capabilities typically not possessed by the client organization. Typical responsibilities include: ■ Analyzing client cross-functional business or technical challenge experienced by the client organization ■ Designing a sustainable business or technical model to mitigate or overcome organizational challenges ■ Developing a framework, or approach, to implement the business model	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Architect II	The Architect II has at least eight years of relevant experience in designing law enforcement, security, and technical architectures, processes, and solutions across organizational functions. The Architect II combines a range of industry knowledge with law enforcement, security process, and technical data modeling experience to break down conceptual, ill-defined operational and technical challenges into manageable and actionable performance improvement plans.	The Architect II specializes in resolving project or operational challenges. On a project, the Architect II is utilized to review business or technical problems at a conceptual level and engineer tangible business solutions. Their duties include: ■ Evaluating current operations processes and organizational alignment ■ Maintaining vendor relationships in accordance with contractual obligations ■ Participating in operational planning and execution as part of, or leading, an operations team The Architect II provides problem resolution capabilities typically not possessed by the client organization. Typical responsibilities include: ■ Analyzing a specific business or technical challenge experienced by the client organization ■ Designing a sustainable business or technical model to mitigate or overcome organizational challenges ■ Applying governance to the cross-functional problem resolution process as most organizations' current structure do not support a cross-functional governance model ■ Developing a framework, or approach, to implement the business model ■ Leading a business reengineering effort to implement changes outlined in the business model approach	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Operations Analyst	The Operations Analyst has limited experience and requires supervision and direction in performing assigned tasks, though this person can be expected to function independently has maturity and experience increases. The Operations Analyst provides operational, programmatic, and administrative support to clients and managers.	The Operations Analyst is responsible for day-to-day support a client's operational environment during and after a system, product, or service is developed and deployed. In agreement with the client, the Operations Analyst provides any sort of operational, programmatic, or administrative support that may be required. Their duties include: ■ Executing operational tasks that are assigned ■ Providing administrative support to client executives, managers, and staff ■ Providing administrative support for program and project operations The Operations Analyst also provides operational, programmatic, or administrative support for any system, product, or services deployed by the client organization. Typical responsibilities will vary.	Associates degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Operations Manager I	The Operations Manager I has six to eight years of experience. The Operations Manager I has relevant experience managing post-deployment activities of products or services, including vendor relationships, service level agreement monitoring, and metrics accumulation and reporting. The Operations Manager I will not provide Information Technology (IT)-based program or project management.	The Operations Manager I is responsible for day-to-day management of a client's operational environment after a system, product, or service is developed and deployed. In agreement with the client, the Operations Manager I defines the scope of the operations management activity. Their duties include: ■ Evaluating current operations processes and organizational alignment ■ Maintaining vendor relationships in accordance with contractual obligations ■ Participating in operational planning and execution as part of, or leading, an operations team ■ Contributing the program planning to ensure operational requirements are met The Operations Manager I provides operational management support for system, product, or services deployed by the client organization. Typical responsibilities include: ■ Defining vendor contractual service level agreements (SLAs) ■ Identifying key operational performance metrics ■ Establishing capabilities to report on key operational performance metrics ■ Tracking actual vendor performance against contractual SLAs ■ Identifying vendor-related risks to operations and providing mitigation plans to reduce probability and impact of identified risks ■ Identifying efficiency opportunities, including process, contractual, and/or organization, to implement into the operations environment The Operations Manager I has experience in providing support to the environment required for delivering physical, logical, and personnel security. This includes both technical and operational experience at different security classification levels.	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Operations Manager II	The Operations Manager II has at least eight years of experience. The Operations Manager II has extensive experience managing post-deployment activities of products or services, including vendor relationships, service level agreement definition and monitoring, and metrics accumulation and reporting. In addition the Operations Manager II designs policies and procedures to improve operational effectiveness and efficiencies.	The Operations Manager II is responsible for day-to-day management of a client's operational environment after a system, product, or service is developed and deployed. In agreement with the client, the Operations Manager II defines the scope of the operations management activity. Their duties include: ■ Evaluating current operations processes and organizational alignment ■ Leading the vendor relationship in accordance with contractual obligations ■ Leading operational planning and execution of an operations team ■ Contributing to program planning to ensure operational requirements are met The Operations Manager II provides operational management support for system, product, or services deployed by the client organization. Typical responsibilities include: ■ Defining vendor contractual service level agreements (SLAs) ■ Identifying key operational performance metrics ■ Establishing capabilities to report on key operational performance metrics ■ Tracking actual vendor performance against contractual SLAs ■ Identifying vendor-related, process, and/or organizational risks to operations and providing mitigation plans to reduce probability and impact of identified risks ■ Identifying efficiency opportunities, including process, contractual, and/or organization, to implement into the operations environment ■ Designing and developing operational performance initiatives to enhance the system, product, or service The Operations Manager I has experience in providing support to the environment required for delivering physical, logical, and personnel security. This includes both technical and operational experience at different security classification levels.	Bachelors degree or equivalent and certifica-tion(s) in ITIL or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Program Manager I	The Program Manager I has six to ten years of experience. The Program Manager I has advanced technical and/or industry skills and can manage multiple teams through all lifecycle stages. They can independently manage smaller engagements, including responsibility for project operational and financial management and analysis.	The Program Manager I provides technical and management support for law enforcement and related security project teams and vendors to develop and deliver technical solutions that meet clients' challenges. Typical responsibilities include: ■ Managing multiple teams in multiple environments (development, testing, staging, production) ■ Evaluating "current state" and designing "future state" architectures based on requirements ■ Managing vendor and other business partner relationships ■ Managing project resources and day-to-day administrative operations ■ Estimating resources, durations and costs for project tracks ■ Evaluating project financials and conducting project financial analysis ■ Providing technical and cost/benefit analysis for products and/or services being considered by the client ■ Providing EVM analysis to support program reporting and analysis ■ Preparing program status reports, presentations, and briefings according to client requirements The Program Manager I is responsible for day-to-day management of project tracks or tasks, identifying scope of tasks and affixing resources to the various project components. Duties include: ■ Evaluating current technical and business processes ■ Identifying strategic technical opportunities, preparing business cases ■ Implementing solutions and conducting related training ■ Managing project sub-tasks and planning resources ■ Drawing and presenting conclusions from analyses and data The Program Manager I is experienced and knowledgeable in implementing programs involving law enforcement and security technologies, including: ■ Physical, logical, and/or personnel security best practices, methodologies, or technologies ■ Law enforcement, litigation, and/or related legal best practices, methodologies, or technologies ■ Protection, detection, and/or investigation best practices, methodologies, or technologies	Bachelors degree or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Program Manager II	The Program Manager II has 10+ years of experience, including management of large-scale client engagements. The Program Manager II possesses demonstrated advanced technical and/or industry skills. They will manage either large or numerous teams through the systems development lifecycle of an engagement. They can independently manage medium sized engagements, including responsibility for project operational and financial management and analysis.	The Program Manager II provides leadership, guidance, and technical direction to project teams and client executives; determines project plans; manages resources; and ensures technical solutions are feasible and relevant. Typical responsibilities include: ■ Developing visions for IT strategy ■ Designing and articulating paths from "current" to "future state" architectures ■ Defining business/technical requirements and establishing project objectives ■ Managing day-to-day client relationships, issues, and feedback ■ Providing technical and cost risk/benefit analysis for products and/or services being considered by the client ■ Resolving scope, cost, schedule or quality risks with recommended remediations and escalations ■ Analyzing project financials including EVM ■ Delivering program status reports, presentations, and briefings The Program Manager II is responsible for day-to-day management of project tracks or tasks, identifying scope and assigning resources to project components. Their duties include: ■ Evaluating current technical and business processes ■ Identifying strategic technical opportunities, preparing business cases ■ Implementing solutions and conducting related training ■ Drawing and presenting conclusions from analyses and data The Program Manager II is experienced and knowledgeable in implementing large, enterprise programs involving the latest law enforcement and security project management areas, including: ■ Physical, logical, and/or personnel security best practices, methodologies, or technologies ■ Law enforcement, litigation, and/or related legal best practices, methodologies, or technologies ■ Protection, detection, and/or investigation best practices, methodologies, or technologies	Bachelors degree or equivalent and certification in PMP, Prince2, or equivalent

LABOR CATEGORY	DESCRIPTION	ABILITIES/RESPONSIBILITIES	MINIMUM EDUCATION*
Senior Partner	The Senior Partner has twelve or more years of executive level experience, including delivery of large-scale engagements in the areas of law enforcement and security. The Senior Partner has extensive experience in IT strategy, architecture, and delivery of successful technical solutions. The Senior Partner provides technical guidance and knowledge management to client executives and the engagement.	The Senior Partner is responsible for leading engagement teams and meeting contract obligations. Typical responsibilities include: ■ Establishing program vision, performance objectives and technical goals ■ Developing the technical vision and technical roadmap for the organization or engagement ■ Providing guidance and leadership to engagement teams in business and technical areas ■ Defining Best Practice in technology implementation, Systems Development Life Cycle execution, Business Process Reengineering, and IT Operations ■ Providing objective counsel on critical technical issues ■ Managing client relationships, issues and feedback ■ Delivering completed quality engagements, managing contract provisions and project resources. The Senior Partner is accountable for end to end solution delivery and consulting services satisfaction for engagements. The Senior Partner is experienced and knowledgeable in the latest law enforcement and security topics, including: ■ Physical, logical, and/or personnel security best practices, methodologies, or technologies ■ Law enforcement, litigation, and/or related legal best practices, methodologies, or technologies ■ Protection, detection, and/or investigation best practices, methodologies, or technologies	Bachelors degree or equivalent

* For minimum education requirements, an advanced degree counts as two additional years of experience.

IV.   PRICING OF SERVICES

Labor Category	Rate
Training & Communications Specialist	$148.50
Help Desk Specialist	$149.49
Analyst I	$103.00
Analyst II	$125.78
Analyst III	$133.65
Analyst IV	$154.44
Consultant I	$143.48
Consultant II	$163.78
Consultant III	$183.00
Subject Matter Expert I	$148.50
Subject Matter Expert II	$182.16
Architect I	$154.44
Architect II	$193.05
Operations Analyst	$72.27
Operations Manager I	$134.64
Operations Manager II	$178.20
Program Manager I	$148.79
Program Manager II	$187.11
Senior Partner	$230.21